



Change History Log:

November 20, 2001

In Response Reply to: 01EDU0772S

Department of Education
 Student Financial Assistance
 Carol Seifert
 Contracts Office Technical Representative

Subject: Contract # ED-99-DO-0002
 Task Order Task Order #: 61 – CFO Transformation
 Deliverable 61.1.2 – Facilities Management Plan

Dear Ms. Seifert:

Enclosed is the Facilities Management Plan that is required by the subject task order. Attached are suggested changes from the reviewers. Future revisions are not planned, but the document will be updated as appropriate.

ACCENTURE, LLP

Deliverable 61.1.2					
<i>Suggested Changes/Comments</i>	Page	Author	Date	Change Made Y/N	Comment
Editorial comment	3	Barnard	11/26/2001	Y	
“How does this extend to us?”	4	Barnard	11/26/2001	N	Applies to SFA. Help Desk role is conference room equipment support
Add paragraph concerning SFA Administration approval of funds	5	Barnard	11/26/2001	Y	
Editorial comment	5	Barnard	11/26/2001	Y	
Insert table showing mail stops	7	Barnard	11/26/2001	Y	
Change “SFA” to “Department”	7	Barnard	11/26/2001	Y	
Editorial comment	7	Barnard	11/26/2001	Y	
Remove paragraph 4.h.	8	Barnard	11/26/2001	Y	
Paragraph 5: Good Communication Item	8	Barnard	11/26/2001	NA	Will submit to SFA Communications for distribution
Paragraph 8: Communications Package	11	Barnard	11/26/2001	NA	Will submit to SFA Communications for distribution
Add paragraph describing “Parcel Delivery”	21	Barnard	11/26/2001	Y	Paragraph 27 added.
Insert List of Self-Service Copiers	25	Barnard	11/26/2001	Y	
Editorial comment	25	Barnard	11/26/2001	Y	



Deliverable 61.1.2					
<i>Suggested Changes/Comments</i>	Page	Author	Date	Change Made Y/N	Comment
What do we know about the service provided?	28	Barnard	11/26/2001	NA	Refers to Copy Center machine maintenance and this maintenance is under a maintenance contract with Xerox.
<ul style="list-style-type: none"> Posted Notices Does request go to Copy Center or Help Desk? 	28	Barnard	11/26/2001	Y	<ul style="list-style-type: none"> Will arrange to have signage posted concerning self-service copier technician responsibilities. Requests for service for self-service copiers go to the Help Desk. Signage will be posted when the contract technician assumes Key Operator responsibilities.
Paragraph on Convenience Copiers: More details and insert somewhere towards the front of this section.	29	Barnard	11/26/2001	Y	Combined with paragraphs on Convenience and Self-Service Copiers near front of section.
Insert Occupancy Agreement	30	Barnard	11/26/2001	Y	Created Appendix A – Occupancy Agreement
Is this in the plan?	31	Barnard	11/26/2001	NA	Yes. According to the OEP, SFA Administration coordinates emergency evacuations.
Insert Occupant Emergency Plan	31	Barnard	11/26/2001	N	Beyond the scope of Deliverable 61.1.2. OEP under development by Security. Will insert when OEP is finalized.
Building Inspections: Good idea, has it been formalized by QWG	31	Barnard	11/26/2001	NA	Will add to agenda of weekly meeting with QWG.
Moratorium on space reconfiguration: One year?	33	Barnard	11/26/2001	Y	Changed timeframe from one year to three to six months. Included editorial change to specify that process was for additional space outside of UCP
Change “GSA” to “the Department”	34	Barnard	11/26/2001	Y	
Rates: \$1.50 per hour?	36	Barnard	11/26/2001	Y	Rate of \$1.50 per hour is defined in the lease.
Two visitor parking spaces?	37	Barnard	11/26/2001	Y	QWG now advises that five spaces will be available for visitors. Revised paragraph to five spaces.
Carpools: A group of two or....?	38	Barnard	11/26/2001	Y	Revised to reflect three or two. Depends on final ED determination
Editorial comment	41	Barnard	11/26/2001	Y	Revised Environmental Management paragraphs.



November 12, 2001
Department of Education
Student Financial Assistance
Carol Seifert
Contracts Office Technical Representative

In Response Reply to: 01EDU0772S

Subject: Contract # ED-99-DO-0002
Task Order #: 61 – CFO Transformation
Deliverable 61.1.2 – Facilities Management Plan

Dear Ms. Seifert:

Enclosed is the Facilities Management Plan that is required by the subject task order. According to our agreement, SFA has 14 days from the signed receipt of each deliverable to review and provide comments or questions to Accenture. If the deliverable substantially meets the acceptance criteria, then the deliverable shall be approved for payment. If the deliverable contains material errors or omissions, then Accenture shall be notified in order to correct and re-submit the deliverable.

All comments and questions should be directed to K. C. Abadian at K.C.Abadian@ed.gov, with copies to rachel.deloach@accenture.com, and danyiele.f.peterson@accenture.com, between now and close of business on November 26, 2001. Comments and questions are the responsibility of the individuals on the distribution list below.

Please acknowledge receipt of the deliverable by signing in the space provided below.

ACCENTURE, LLP

ACKNOWLEDGE RECEIPT

By
K.C. Abadian
Modernization Partner Contact
(202) 377-3015

Signature
Carol Seifert
November 12, 2001

The Facilities Management Plan has been formally reviewed by James Barnard and all SFA deliverable comments (if any) have been satisfactorily incorporated. This correspondence herein constitutes acceptance of the final deliverable. Please ACKNOWLEDGE ACCEPTANCE of the deliverable by signing in the space provided below.

Signature
James Barnard

Date

The Facilities Management Plan has been reviewed by November 26, 2001 and is accepted.

Signature
Carol Seifert

Date

cc:
James Barnard
Jim Lynch
Janet Scott



November 12, 2001

Subject: Contract # ED-99-DO-0002
Task Order # 61 – CFO Transformation
Deliverable 61.1.2 – Facilities Management Plan

EXECUTIVE SUMMARY

The Facilities Management Plan describes the facilities management policies and procedures for the operation of the SFA Headquarters Building, Union Center Plaza 3, 830 First Street, NE, Washington, DC 20202. The Facilities Management Plan serves as the single point of reference for facilities management/building operations support services.

ACTIONS REQUIRED

James Barnard	Review, Provide comments by 11/26/01
Jim Lynch	FYI
Janet Scott	FYI

ACCENTURE, LLP

**Department of Education
Student Financial Assistance**

Facilities Management Plan

**Union Center Plaza 3
830 First Street, NE
Washington, DC 20202**

November 29, 2001

**SFA FACILITIES MANAGEMENT PLAN
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OVERVIEW

The Facilities Management Plan provides the overall guidance and procedures required for the efficient and economical operation of the SFA Headquarters building, Union Center Plaza 3. SFA Administration is responsible for the facilities management and space management functions within SFA.

Currently, the Department of Education Quality Workplace Group (QWG) provides a variety of building support functions with contractor support. The QWG serves as the liaison with GSA for lease administration and for requesting services from the Lessor and its Property Management firm.

The policies and procedures outlined in this document complement and supplement directives and instructions provided by the Department of Education.

UNION CENTER PLAZA 3

Union Center Plaza 3 (UCP3) is a commercially owned, built-to-suit, 11-story, 180,000 square foot building located behind Union Station at 830 First Street, NE, Washington, DC 20002. With the exception of a commercial tenant who occupies part of the Ground Floor and part of the Lower Level in the parking garage, the General Service Administration (GSA) leased the remaining ten and one half floors of UCP3 for Student Financial Assistance (SFA). Additionally, the Department of Education leased the three-level parking garage directly from the owners for parking for SFA and other Education employees.

Floors two through eleven are built out as office spaces with a mix of private offices, workstations, conference and teaming rooms, and a variety of administrative support areas such as storage and files rooms, library/reference areas, conference and teaming rooms, copier areas, pantries, and vending areas. Each floor houses a mechanical room, electric closet, LAN closet, rest rooms and an elevator lobby. Building engineering support spaces and equipment, elevator controls, and security access controls are located in the twelfth floor Penthouse.

The Ground Floor houses the Facilities Office, Mailroom, Copy Center, Lobby X-Ray machine and Magnatometer, Security Operations Offices, Storeroom, Loading Dock, and an ATM for the HEW Federal Credit Union.

The Department of Education contracted the Federal Occupational Health, a division of the U.S. Public Health Service, to operate the Health Unit located on the second floor.

The SFA Campus Card, a Smart Card, controls access to the building and parking garage, and to select areas within the building. Additionally, there is a contract Security Guard Force provided through the Federal Protective Service.

SFA occupied the building in September 2001 and expects to house approximately 840 SFA Headquarters personnel in the facility.

BUILDING OPERATIONS

The QWG currently provides Building Operations support services via in-house contractor staffs, or through maintenance and other facilities support services provided by the Lessor.

The QWG has assigned a fulltime Customer Service Representative as the QWG on-site liaison. The QWG Representative coordinates and prioritizes service requests, interfaces directly with GSA and the Lessor, provides feedback and building operations support to SFA employees, and provides verbal and written reports to SFA Administration.

SFA employees are to contact the Help Desk at 708-HELP for all requests concerning building operations support services or maintenance services. The Help Desk serves as the single point of contact for all requests of this type. Whenever the Help Desk receives a request for service, they enter pertinent information into their computerized tracking system, called HEAT, produce a work ticket, follow-up on outstanding requests, and generate a variety of reports that SFA can use to analyze building support services.

HELP DESK

1. General.
 - a. A contractor-operated Help Desk responds to requests for information, service, and assistance from UCP3 employees. The Help Desk serves as a "One-Stop" facilities management support source. It is the primary contact point for all requests for SFA facility management, telephone, and information technology support.
 - b. The Help Desk receives incoming requests for building services and facilities-related needs and forwards them to the Quality Workplace Group Customer Service Representative responsible for UCP3 support. This support includes routine and emergency requests for building/facility related repairs and maintenance, custodial services, reports of safety hazards, conference room support, requests for special messenger and vehicle driver support, parking management, other building support services, etc.
2. Hours of Operation. Operating hours of the Help Desk are from 8:00 a.m. to 5:00 p.m. daily. Outside of normal working hours, voice mail and E-mail are available which enable employees to report problems or request assistance 24-hours a day.
3. Help Desk Functions. The primary functions of the Help Desk are:
 - Receive, record, and process all facilities management support requests or complaints. These requests are received from telephone inquiry, written memoranda, or E-mail.
 - Receive and process requests for moving services.
 - Schedule and provide Conference Room support activities, including room and equipment setup/takedown, operation of audio-visual equipment, etc.
 - Process requests for handyman services.
4. Help Desk Process. The Help Desk will:
 - a. Receive requests for support/services via telephone, E-mail, or memo, etc.
 - b. Acknowledge requests via E-mail
 - c. Enter each request into the appropriate data collection database
 - d. Screen, validate and prioritize requests
 - e. Immediately route emergency calls to appropriate personnel.

- f. Forward requests to the UCP3 QWG Customer Service Representative. The QWG Representative will:
 - (1) Forward request to appropriate SFA, Lessor, or Contractor staffs for action
 - (2) Initiate follow-up quality assurance action by telephone and/or E-mail to the person requesting service; report action taken on the part of SFA, Lessor, and/or Contractor personnel; and ensure that the request for service was satisfied.
 - (3) Report items not completed within the timeframes provided by the SFA Building Manager to SFA Administration.
 - (4) Maintain statistics on the frequency and types of trouble calls.
 - (5) Coordinate any items requiring SFA Administration approval to obligate funds.
- 5. Help Desk personnel shall be sufficiently trained to:
 - a. Determine priorities in addressing facilities related requests for service.
 - b. Determine whether a request for service constitutes an emergency.
 - c. Determine what calls are for routine support services; what calls are “emergency” in nature; and what calls should be referred to and addressed by the QWG Representative or SFA Building Manager.
 - d. Use Help Desk applications, e.g. HEAT service desk tracking software.
- 6. Reports. The QWG and/or the Help Desk can provide the following reports to SFA Administration:
 - a. Weekly, monthly, quarterly, and annual statistics on Help Desk activity in support of SFA.
 - b. Suggestions for improvements to the methodology employed to handle building services requests.
- 7. Help Desk Service Request Tracking System. The Help Desk uses the software application called HEAT as the Department’s standardized service-request tracking system. HEAT documents and tracks building maintenance complaints and other requests for services received by the Help Desk. HEAT provides real time information concerning the status of the requests. Typical information recorded includes tracking number, type of problem, workspace number, occupant name, time/date received, and completion status/date. Complaints are categorized as HVAC, building, carpet, door, electrical, garage, light, name plate, noise, odor, restroom, trash, window, vacuum, or extermination-type problems, etc. Requests for

service are categorized by the service requested. HEAT can provide a variety of reports to track facility management operations:

- a. Individual - Report is printed automatically after each request is entered into the system. It provides information such as tracking number, problem location, type of problem, the name of the person reporting the problem, and dates it was entered and completed.
- b. Monthly Breakdown - Report reflects the total quantity of open and closed complaints received during the month. Report is given to the Lessor's building engineer monthly or on an as required basis to the SFA Building Manager.
- c. Date Range - Report provides all of the complaints received on a daily, weekly, and monthly basis or all complaints from year to date. This report is given to the Lessor's building engineer and SFA Building Manager at the end of each month.

8. Service Request Process.

- a. When a complaint or request for service is received, the Help Desk staff will obtain the pertinent data (i.e., name of person, telephone number, type of problem, and location of problem) necessary to enter the request into HEAT.
- b. At the beginning of the workday, the Help Desk staff will print all unopened building maintenance complaints and forward them to the QWG Representative.
- c. The QWG Representative will prioritize the requests and forward them to the Lessor, QWG, GSA, or SFA Administration as appropriate for action.
- d. Before the end of the workday, the QWG Representative collects all completed reports (work orders) for complaints resolved by the engineer and enters the completed data into HEAT. The Help Desk will also enter reports of completion of other service requests into HEAT as they are received.
- e. The QWG Representative will file completed work reports.

SFA MAIL MANAGEMENT

1. Purpose. To ensure that mail service is expedient, dependable, accurate, cost effective, and processed in accordance with General Services Administration, Department of Education, and United States Postal Service regulations.
2. Authority. 39 CFR; United States Postal Service (USPS) *Domestic Mail Manual* and *International Mail Manual*; Federal Property Management Regulations, Subchapter A, 101-9, *Federal Mail Management*.
3. Responsibility.
 - a. The QWG administers the Mail Management Program; issues mail management policies and procedures; and is responsible for the mail management system. The QWG continually evaluates mail operations and provides policy and procedures for SFA Headquarters to ensure that mail operations and services comply with Departmental policy and standards as well as U. S. Postal Service regulations.
 - b. SFA Administration also coordinates the establishment of mail codes and delivery stops throughout the SFA Headquarters building. SFA uses the Department Zip Code (20202) with the organization mail stop number as its nine digit, zip +4 number. The following table shows the mail stops for UCP3.

SFA Mail Stop Listing

Zip+4	Name	Organization	Org Code	Mail Stop Location
5112	Accounting Division	CFO	ENJB	52D3
5132	Chief Operating Officer	COO	EN	112A1
5138	Financial Partners	Financial Partners	ENE	112H3
5144	Ombudsman	COO	EN2	41E3
5145	Human Resources	HR	ENL	22B6
5162	Title IV Delivery, Immediate Office	Schools	ENBE	64C1
5162	Direct Loan Operations	Schools	ENBE1	62D7
5220	IT Innovations	CIO	ENIE	102G1
5230	Chief Financial Officer	CFO	ENJ	42C4
5231	Customer Service Call Center	Schools	ENBE6	63C3
5240	Credit Management & Debt Collection	Students	ENAD	41A1
5252	Schools Channel--Office of the General Manager	Schools	ENB	82D5
5257	Direct Loan School Relations	Schools	ENBA	61A1
5257	Program Analysis	Analysis	ENNC	92E3
5259	Chief Information Officer	CIO	ENI	102G1
5265	Case Mgmt & Oversight, Immediate Office	Schools	ENBC	81J2
5267	Administrative Actions and Appeals	Schools	ENBC2	83D1
5269	Students Channel	Students	ENA	32C1
5277	E-Commerce Application Development	CIO	ENIA	92F3
5300	Performance Improvement and Procedures	Schools	ENBC2	81D1

5301	Communications	Communications	ENP	11020
5302	Performance Division	Analysis	ENNB	94C3
5320	Collections	Students	ENAD3	41A1
5340	Case Management and Oversight/Case Teams	Schools	ENBC	73A5
5345	Program Development	Analysis	ENNA	93C3
5352	Student Aid Awareness	Students	ENAB	32C1
5353	Default Management	Schools	ENBC3	84F1
5366	SFA University	SFAU	ENU	21B1
5368	Postsecondary Education Participants System	Schools	ENBE5	84A1
5384	National Student Loan System	CIO	ENIC	102A2
5389	SFA Administration	CFO	ENJG	42C4
5402	DRCC	Schools	ENBC1	71I1
5404	Loan Consolidation	Students	ENAD2	41A1
5405	Acquisitions & Contract Performance	Acquisitions	ENK	101G1
5409	Repayment Servicing Center	Students	ENAD1	34A1
5430	Case Management and Oversight/Case Teams	Schools	ENBC	73A5
5453	Campus Based Operations	Schools	ENBE3	61C4
5454	Application Processing	Students	ENAC	32C1
5455	Financial Management	CFO	ENJC	42C4
5456	Partners Systems Liaison	Financial Partners	ENEL	103G3
5458	Pell Operations	Schools	ENBE2	62D3
5461	E-Commerce Application Development	CIO	ENIA	92F3
5464	Customer Service & Support	Students	ENAA	32C1
new	Closed Schools (Combined with QA & X-Sites Team)	Schools	ENBC	83G2
new	Case Management Teams (Combine 5430 & 5340)	Schools	ENBC	73A5
new	Data Management and Analysis	Schools	ENBC1	74E2
new	Quality Assurance & X-Sites Team (Combine with Closed Schools)	Schools	ENBC2	83G2

Figure 1

- c. The objectives of the SFA Mail Management program are to improve the efficiency of mail operations and to reduce postal costs through better mail management practices.

4. Policy.

- a. Mailroom personnel shall adhere to United States Postal Service (USPS) mailroom practices and procedures in order to provide efficient and economical mail handling services. They shall dispatch mailed items at the lowest possible cost consistent with the item's importance, as determined by the sender.
- b. The SFA mail system is to be used for official mail only. Use of SFA official envelopes for personal mail is prohibited. All outgoing mail must be processed and metered through the Mailroom. Official mail must not be placed in U.S. Postal Service collection boxes.
- c. SFA Mailroom facilities are established for the expressed purpose of processing official mail necessary in the conduct of the Government's business.

- d. Mail will be distributed unopened unless opening it is essential to identify subject content for proper routing.
 - e. Mail will be sent by the most economical class, size, and type of mail services available consistent with program requirements for timely, efficient, and responsive operation. All mail processing operations will be prompt, efficient, and as economical as possible. SFA Administration will cooperate fully with the USPS and the Department of Education in administering the SFA Mail Management Program.
 - f. Only official Government business may be transacted by Penalty ("Postage and Fees Paid") mail. Any employee who makes use of the official mail indicia for his or her private mail is subject to a \$300 penalty and appropriate disciplinary action.
 - g. The Mailroom will process all regular SFA mail using commercial postal meters, regular postage stamps, or reimbursable agreements with universities or other Federal or State agencies.
 - (1) All SFA personnel will use official mail and official mail systems only for conducting U.S. Government business. Official mail and official mail systems are not authorized for personal use.
5. General Usage Guidelines. SFA employees shall use the most economical class of mail service practicable to reduce the cost of postal services:
- a. Use Letter-size envelopes instead of "flats" whenever possible. Flats are heavier and more expensive to purchase than regular envelopes. In addition, the USPS charges a handling surcharge for every flat weighing one ounce or less. Letter-size envelopes can hold up to eight sheets of folded correspondence. In addition, senders can achieve postage savings by photocopying material on both sides of the page making it possible to send up to 16 pages in a letter-size envelope using only eight sheets of paper.
 - b. Use "Priority" endorsements only on First-Class mail over 12 ounces and under 70 pounds. The Priority endorsement should only be used on parcels, weighing in excess of 12 ounces, which absolutely require the more expensive First-Class service. Flats weighing 12 ounces or under should not be endorsed since they will automatically be sent First-Class.
 - c. Use First-Class mail for most administrative mail. The vast majority of administrative mail can and should be sent by First-Class mail. Discretion should be used to send only urgent items requiring overnight delivery by means of the more expensive contract courier service or by the USPS Express Mail.
 - d. Use "Air Mail" and "Air Parcel Post" only for shipments going to foreign addresses. Endorse international letters and parcels "Air Mail" and "Air Parcel Post" only when surface transportation is not wanted. There is no Air Mail service

in the continental U.S. Parcels marked "Air Parcel Post" and destined for a domestic address are most likely to go First-Class at much higher rates than the less expensive Fourth-Class parcel post. Therefore, mark packages "Parcel Post" to reduce costs.

- e. Use Parcel Post (Fourth-Class) whenever speed of delivery is not essential. Parcels weighing 1 pound or more should normally be sent by Fourth-Class mail.
- f. Use Fourth-Class, Special Handling. Fourth-Class parcel post mail, endorsed "Special Handling," moves in approximately half the time of regular Parcel Post at only a small additional cost. This method is far less expensive than sending parcels by Priority mail.
- g. Use Certified and Registered Mail services for proof of mail delivery. These services should only be used in those instances where proof of delivery is essential or when required for the protection of the parcel contents.
- h. Use Return Receipts only where immediate records of receipt are required. For a nominal fee, USPS can supply legal proof of deliveries of Certified and Registered mail up to 2 years after deliveries have been made.

6. Mailroom.

- a. The Mailroom operates between the hours of 7:30 a.m. and 5:00 p.m., Monday through Friday, and provides mail-related services for SFA Headquarters.
- b. Mail services include the processing of incoming and outgoing domestic, international, overnight, and priority mail; the collection and redistribution of interoffice mail; the processing of outgoing Express (including FedEx), Certified, and Registered Mail via the U.S. Postal Service or commercial vendors; and the coordination of mail pickup and delivery with the local post office.
- c. The Mailroom will:
 - (1) Adhere to USPS, Department, and SFA regulations pertaining to mail processing. Transmission of official mail through postal channels is governed by regulations contained in the USPS Domestic Mail Manual. The Directory of Post Offices, National ZIP Code Directory, and Directory of International Mail may be required by the personnel of the mailroom for reference purposes.
 - (2) Review outgoing mail to assure that it is properly prepared and conforms to standards specified in Domestic Mail Manual Section 137, and other appropriate sections.
 - (3) Inform mailers of preparation discrepancies and of alternatives that can reduce the postage cost of mailings.

- (4) Obtain and refer to current postal publications appropriate to the mailing operation.
- (5) Coordinate mail pickup and delivery schedules with the local post office.
- (6) Deliver all adequately addressed mail to the appropriate mail drop within 4 hours of receipt from USPS. Return all inadequately addressed mail to the USPS as undeliverable.
- (7) Customers requiring assistance, guidance, or answers to mail-related questions are encouraged to telephone or visit the Mailroom or to contact the Mailroom Supervisor.

7. Processing Mail.

- a. Incoming Mail. All mail must be sorted and delivered as soon as possible after receipt by the Mailroom (normally no more than 4 hours after receipt).
- b. Priority handling is given to express mail, White House Mail, Congressional mail, and FOIA/Privacy Act mail.
- c. Outgoing mail will be processed by the Mailroom to ensure compliance with regulations and the most economical use of postal services. As much of the daily mail for a single address should be enclosed in one envelope or package as is practical, without overloading and consistent with postal regulations.
- d. Mail in which the recipient is clearly identified shall be delivered unopened. If mail is received opened or damaged in the Mailroom, it should be immediately brought to the attention of the Mailroom supervisor for handling. When it is necessary to open mail in order to identify the recipient, the name of the recipient and address must be recorded on such correspondence and the opened envelope stapled to the correspondence before routing.
- e. Preparation of Mail. SFA personnel originating correspondence must be sure to correctly address and code their correspondence using proper mailing containers (envelopes, tubes, cartons, etc.); and assemble correspondence (with enclosures) so that it can be dispatched promptly. Include the ZIP Code in both the address and return address.
- f. Postage. Official mail dispatched through USPS facilities must bear a postage imprint or stamp(s) in the upper right hand corner of the envelope. Official mail must also bear in the upper left hand corner the sender's return address entered above the words "Official Business."
- g. Return Postage. Enclosed stamps or self-addressed stamped envelopes supplied by an addressee may be used to return requested information. If

the return envelope is not the appropriate size, a Government envelope should be used and the stamped self-addressed envelope returned.

8. Mailing Practices. The USPS system of Direct Accountability of Postage is applicable to all Federal activities and requires the use of postage meters, penalty mail stamps, or permit imprint systems by the mailer. At most locations the Service will use either postage meters or penalty mail stamps (Publication 350, *How to Order and Use Penalty Mail Stamps and Postal Stationery*, is available through the USPS). All mail must bear the correct amount of postage. In dispatching mail, the most efficient and economical mailing practices are to be used.
 - a. Minimizing costs. To minimize costs and expedite handling by the USPS, the following guidelines should be adhered to in preparing mail. SFA offices are charged with the responsibility of selecting the most economical class and type of service available, consistent with operational needs.
 - (1) Letters - less than 6 ounces: Use first-class. Do not send single piece third-class (the rates for first- and third-class mail weighing less than 6 ounces are the same).
 - (2) Overnight Delivery. Compare the cost of Express mail, Federal Express (GSA contract small package courier service), electronic mail and FAX before making the mailing.
 - (3) Consolidation. To the extent possible, consolidate mailings to the same address.
 - (4) Standard Packaging. Avoid indiscriminate use of non-standard envelopes. Use the following standard size envelopes whenever possible:
 - (a) 11.43 x 24.13 centimeters (4 1/2" X 9 1/2")
 - (b) 16.51 x 26.57 centimeters (6 1/2" X 10 1/2")
 - (c) 24.13 x 31.75 centimeters (9 1/2" X 12 1/2")
 - (5) Reduce Size or Weight of Mail. The dimensions of the mailing piece are considered in addition to the weight.
 - (a) Fold material to the smallest practical size and use smaller envelopes. Letter-size envelopes should be used whenever possible. Large envelopes are referred to as "flats" by the post office. Flats cost more than letter-size envelopes and are more expensive to mail. This not only increases the handling cost to the post office, but also may cause delays in delivery. Therefore, mail items should be folded and placed in letter-size envelopes whenever possible.
 - (b) Use lightweight packaging material.

- (c) Prepare packages so that they qualify for the fourth-class machinable rate.
 - (d) When possible, reduce the weight of material to be mailed by photocopying materials front and back.
 - (e) When suitable, use lightweight, tear-resistant envelopes (available on the Federal Supply Schedule) instead of padded bags. These envelopes weigh significantly less than padded bags.
- (6) Special Handling. For special delivery, registered, certified, and other mail requiring special handling, clearly indicate the type of service desired on the face of the envelope, card, or package.
- (7) Use Lower Mail Classifications.
- (a) When enclosing materials qualifying for the third- or fourth-class rate with an original letter required to be mailed at the first-class rate, consider sending the material separately. This way, the material is mailed at the cheaper rate and only the letter is mailed at the higher first-class rate. This can be handled two ways: (1) send the letter and package separately, or (2) package the material and attach the letter in a sealed envelope to the package.
 - (b) Make maximum use of the bound printed matter rate for qualifying materials.
 - (c) Make maximum use of fourth-class package rate.
 - (d) Make maximum use of special handling fourth-class, especially on Fridays and before holidays, if first-class service is required. By paying the extra fee for special handling, the service standards for delivery of first-class mail apply without paying the much higher priority rate.
 - (e) Anticipate deadlines to avoid the necessity of using first-class, priority, Express Mail, or Federal Express (GSA contract overnight small package delivery service) for otherwise routine material (e.g., Express Mail on Friday should not be used).
- (8) Reduce Mail Volume
- (a) Consolidate daily or weekly mail to Areas, Locations, etc.
 - (b) Update mailing lists at least annually.
- b. Quantity mailing. For large volume mailings obtain mail sacks and identification labels from the post office. Sort and bundle mail destined for the same city or state with the addresses upright and facing the same direction.

- c. ZIP Codes. The use of ZIP Codes on official mail is mandatory. The National ZIP Code Directory, a listing of every ZIP Code in the United States, may be obtained from the post office.
9. Prohibitions. Do not provide postage paid envelopes or labels to non-Federal users who by law are required to provide information to SFA. Postage paid envelopes may not be furnished to bidders, contractors, lessees, or permittees.

10. Definitions.

- a. Express Mail - that class of service that provides guaranteed one-day delivery to more than 400 cities nationwide. This service is provided by the USPS and should not be confused with contract delivery services used for the shipping of small packages.
- b. Express Small Package - a package weighing 50 pounds or less, measuring a maximum of 108 inches in length and girth combined and containing commodities not specifically excluded by paragraph 6f(1)-(10) of FPMR Temporary Regulation G-52.
- c. Flats - large envelopes, "9½x12" and larger
- d. Letter - a message directed to a specific person or address and recorded in or on a tangible object (e.g., paper in sheet or card form, recording disks, magnetic disks, etc.)
- e. Mail - Mail includes letters, memoranda, post cards, documents, publications, directives, forms, packages, or any other written communications received for distribution or dispatch by the U.S. Postal Service.
- f. Official Mail - All mail used to conduct the business of SFA is considered official mail. As such, SFA mail is considered U.S. Government property and is subject to all rules governing the use of U.S. Government property.
- g. Personal Mail - mail sent or received by employees that consists of private communications not dealing with official U.S. Government business.
- h. Postage and Fees Paid Mail - official mail (penalty mail) for which the Government pays postage and fees.
- i. Domestic Mail - Official mail transmitted within, among, and between United States, its territories and possessions, Army-Air Force (APO) and Navy (FPO) post offices, and mail for delivery to the United Nations, New York.
- j. International (Foreign) Mail - Mail sent to Canada, Mexico, Central America and the Caribbean, and all other countries that are not States, territories, or possessions of the United States.

11. Postal Classes and Special Services.

- a. Mail costs may be reduced by practicing cost saving techniques. It is the responsibility of the office making the mailing to determine the class and special service required. To ensure timely receipt and economy, select the class of mail and special service based on the priority of the material being mailed.
- b. To ensure desired service and to eliminate the need for judgmental decisions by Mailroom and USPS employees, the office making the mailing should mark all mail larger than letter size as to the type of service desired. The marking should appear in the area between the meter stamp (upper right corner) and the mailing address. Improperly endorsed mail can cause a delay in delivery and may be refused by USPS.

12. Organizational Mail Stop Codes. The use of such codes in the return address on all official outgoing mail is encouraged. Use by respondents on mail sent to SFA (incoming mail) will expedite handling.

13. Inter/Intra-Agency Mail.

- a. The U.S. Government Messenger Envelope (Standard Form 65B) has been eliminated by the USPS for delivery of official mail between Federal agencies within the Washington, D.C. metropolitan area. In its place, the SFA official mail envelopes should be used for communications with other Federal agencies that are routed through the U.S. mail. The messenger envelope ("holey envelope") may be used for internal communications within SFA Headquarters and for communications between the SFA and Department of Education offices in Washington, DC, provided the holey envelope does not enter the U.S. Mail.
- b. Multiple pieces of inter/intra-agency mail being sent to the same addressee should be bound together.
- c. In limited circumstances, where there is a need for confidentiality, a blank envelope may be used.

14. Intra-office Mail.

- a. Intra-office mail should be sent to the Mailroom with a clearly marked routing slip for the intended receiving office. Mail clerks should consolidate mail addressed to the same office and enclose it in one envelope or package for transmittal.
- b. Except for mail that is of a personal nature, do not address intra-office mail to employees. Rather, the name of the organizational of the receiving office is to be used. This will ensure that the SFA organizational unit having responsibility for a particular subject area will receive its mail promptly. If, alternatively, mail is addressed to an employee who, for example, has been reassigned, the office having responsibility for the subject area may ultimately receive its mail, but only after an unnecessary and avoidable delay.

15. Classes of Mail.

- a. First-Class Mail consists of mailable postal cards, matter wholly or partially in writing or typewriting, matter closed against inspection, bills, and statements of accounts.
 - (1) Official mail weighing 11 ounces or less will automatically receive first-class service UNLESS a lower class of mail is indicated on the item. First-class is the highest priority for processing mail and is given precedence over third- and fourth-class mail.
 - (2) The minimum dimension for mailable envelopes, cards, and self-mailers is 3-1/2 x 5 inches. Cards exceeding 4 1/4 by 6 inches require postage at the first-class rate for letters.
 - (3) First-class mail over 11 ounces is "Priority Mail." Do not use this endorsement on mail weighing 11 ounces or less.
 - (4) Nonstandard first-class mail is any first-class piece weighing 1 ounce or less which exceeds 11-1/2 inches in length or 6-1/8 inches in height or 1/4 inch in thickness. Such items are subject to a surcharge.
- b. Priority Mail.
 - (1) All first-class mail exceeding 11 ounces is considered "Priority Mail." Priority mail may not weigh more than 70 pounds or exceed 108 inches in combined length and girth and must be endorsed.
 - (2) Priority Mail, in most cases, is almost two times the rates for parcel post (fourth-class packages). Therefore, before deciding to mail packages at the priority rate, the sender should determine that the speed of delivery is more important than cost. Employees are reminded to mail material early to insure that expensive services are used only when necessary.
 - (3) An alternative to sending packages that need to be delivered in a short time frame at the priority rate is to send them fourth-class (parcel post) with special handling. Special-handling service allows third- and fourth-class mail to receive preferential treatment. By paying the extra fee for special handling, the service standards for delivery of first-class mail apply.
- c. Second-Class Mail is generally prepared by printing facilities and is used for mail distribution of newspapers and magazines. A permit must be obtained from USPS and samples of the proposed publication must be submitted. Further information is available from the USPS Account Representative or the Mail Classification Office serving each location.
- d. Third-Class Mail is typically circulars, booklets, catalogs, merchandise, photographs, and printed drawings. Weight limit is 15.999 ounces. There are two

categories in third class Mail--single-piece rate and bulk rate. Additional savings can be achieved through use of bulk rate presort.

e. Fourth-Class Mail (Parcel Post)

(1) Fourth-Class Mail includes mailable material weighing 16 ounces or more and not exceeding 70 pounds and 108 inches in length and girth. The basic difference between Third and Fourth-Class Mail are weight limitations and charges by zone. This service may take up to eight days coast-to-coast delivery, depending upon transportation availability. The following are additional categories of Fourth-Class Mail.

(2) Special Fourth-Class Mail includes books, films, catalogs, sound recordings, manuscripts for books, periodicals, and computer readable media. Special Fourth-Class Mail has no minimum weight requirement. A presort rate is available for bulk mailings of Special Fourth-Class Rate material.

(3) Bound Printed Matter is Fourth-Class Mail that weighs at least one pound and not more than ten pounds and consists of securely bound advertising, promotional, directory, or editorial material, or any combination of these. Bound Printed Matter is rated by weight and zone. A presort rate is available for bulk mailings of Bound Printed Matter.

16. Special Mailing Services. Special services are offered by the USPS to guarantee delivery, provide indemnity, and expedite delivery of mail. Because most of these services are costly, they should only be used when the cost justifies the benefits the service can provide. The fees are in addition to the required postage. Special Mailing Services Mail must be received in the Mailroom no later than 3:00 p.m., Monday through Friday.

a. Registered Mail

(1) Registered mail provides added protection for valuables and other important mail and indemnity in case of loss or damage. It provides a receipt to the sender at the time of mailing and a post office record of mailing. For an additional fee, a return receipt will be sent to the mailer.

(2) Anything being mailed at first-class or priority rates can be registered. Registered mail cannot be deposited in collection boxes. A receipt is issued at the point of mailing.

b. Certified Mail

(1) Certified mail provides a record of mailing to the sender and a record of delivery at the post office of delivery. The carrier delivering the item obtains a signature from the addressee on a postal receipt that is kept at the post office for 2 years. For an additional fee, a return receipt will be sent to the mailer.

- (2) Anything being mailed first-class or priority can be certified. Certified mail does not travel any faster than first-class mail and does not receive the extra security and protection registered mail receives. It has little advantage over first-class mail in tracing material lost in the mail. It is restricted for use within the domestic postal service. It should be used only when required by law or when deemed essential. If only proof of mailing is required, use certificates of mailing rather than certified mail.
- (3) Although certified mail can provide a return receipt when requested, it is more economical to include a receipt inside the piece of mail and to request that the addressee complete the receipt and return it to the sender.

c. Special Delivery

- (1) This service is available on first-, third-, and fourth-class mail. Special delivery means that an item of mail is delivered as soon as practicable after it arrives at the addressee's post office. In most cases, it is delivered on the day it is received at the post office, but generally, this special service does not speed up the transportation time from origin post office to destination post office.
- (2) Special delivery does not insure safety of delivery or provide for payment of indemnity. In most cases, the advantages of special delivery are not worth the cost, and the use of this special service is not recommended.

d. Special Handling. Special handling is available for third- and fourth-class mail only, including that which is insured or sent C.O.D. It gives this mail first-class priority and handling, and the service standards for first-class mail apply. It does not provide special delivery when the mail arrives at the destination post office. Parcels with special handling are delivered in the manner parcel post is ordinarily delivered, on regularly scheduled trips.

e. Insured Mail. Mail can be insured for protection against loss or damage by purchasing special insurance; however, it is the general policy of the Federal Government to self-insure all risks of monetary loss. THEREFORE, POSTAL INSURANCE SHOULD NOT BE PURCHASED FOR OFFICIAL MAIL.

f. Return Receipts. Return receipts provide proof of delivery. They may be obtained for Express Mail, mail that is insured for more than \$25, and for mail that is registered or certified. The receipt can show who signed for the mail and the date it was delivered. Return receipts do not insure the mail against loss or damage.

g. Certificates of Mailing furnish evidence of mailing only. A receipt is not obtained when the mail is delivered to the addressee. The fee paid for certificates of mailing does not insure the article against loss or damage. Use the certificate of mailing instead of certified mail when proof of mail entering the postal system is required.

h. Restricted Delivery

(1) Restricted delivery provides a means for a sender to direct that delivery be made only to a specific individual. Restricted delivery may be obtained for registered and certified mail.

(2) Among the EXCEPTIONS for mail marked "Deliver to Addressee Only" is mail addressed to civilian officials of the Federal or State Governments (including executive, legislative, and judicial branches). Such mail may be delivered to the addressee or the persons authorized to receive their mail. Likewise, mail addressed to military officials may be delivered to the unit mail clerk, mail orderly, postal clerk, assistant postal clerk, or postal finance clerk. Because there is a great likelihood that the addressee would not receive the mail, there is little benefit to be derived from restricted service.

i. Express Mail. Express Mail is an expedited, guaranteed delivery class of mail providing overnight or same day service to a designated location. This class of mail is particularly designed for time-sensitive materials or letters and is rated by weight and distance. The following express mail services are to be considered when selecting the most efficient cost effective method based on delivery time requirements.

(1) USPS Express Mail Service.

(2) Private Carrier Under Contract - GSA is authorized to issue a nationwide contract to a private carrier for express small package service to accommodate time requirements not satisfied by USPS Express Mail Service.

(3) Alternate Private Carriers - Alternate express mail private carriers should be used only when time requirements are not satisfied by a or b above.

j. Requests for Special Services Mail. When a request is made that mail be shipped via a special service such as USPS certified or registered, or Federal Express, the Mailroom will ensure that information needed on the Request for Overnight Delivery or Other Special Mail Services memorandum (Figure 1) is submitted by the originator. The Mailroom Supervisor will determine an effective alternative method for shipment to ensure that materials will arrive within the requested period, and at the least cost to the government.

k. Preparation of Outgoing Special Services Mail. When the Mailroom receives mail designated by SFA staff to be sent Return Receipt, Special Delivery, Special Handling, Certified, Registered, Insured, or by Express Mail, the Mailroom shall complete or help the originator complete the associated USPS or private carrier accountability forms and maintain the necessary logs. The special services mail shall be ready for USPS pick up by 4:30 p.m.

17. International Mail. International mail includes letters, letter packages, printed matter, small packages, and parcel post destined for foreign countries. Mail sent to Army-Air Force (APO) and Navy (FPO) post offices, is NOT considered international mail.

- a. Endorsements on International Mail. There are two types of international mail: surface and air. Mailings not endorsed "airmail" will be mailed at the cheaper surface rate.
- b. Letters. Place the endorsement "AIRMAIL" above the address, to the right, under the postage.
- c. Printed Matter. Different categories of printed matter addressed to foreign countries must bear endorsements that are prescribed by the Universal Postal Union. These endorsements differ from the endorsements required on domestic mailings of printed matter and are as follows:
 - (1) Printed Matter. Regular printed matter must be endorsed "Printed Matter."
 - (2) Printed Matter--Books. Books must be endorsed "Printed Matter--Books" when mailed to foreign countries.
 - (3) Printed Matter--Directories or Printed Matter--Catalogs. Mailings of directories or catalogs to foreign countries must be endorsed "Printed Matter--Directories" or "Printed Matter--Catalogs."
- d. International Parcel Post and Air Parcel Post. The Mailroom will provide assistance to determine specific information on rates, weight and dimension limits, packaging suggestions, customer declarations, and specific service for international parcel post and air parcel post.

NOTE: Packages destined for overseas will be mailed at the surface parcel post rate, unless endorsed "Air Parcel Post." Since there is a significant price difference, (air is about four times the price of surface) and a large portion of official surface package mail receives air parcel service, use discretion when selecting air parcel service.

18. USPS Discounts and Postage Classes.

- a. The U.S. Postal Service offers discounts for presorted/ZIP + 4/ bar coded mail pieces. The use of presorting and bar coding helps reduce postage expenditures. Headquarters customers and contractors involved in the preparation of mailing lists or mass mailings are encouraged to take advantage of these discount programs whenever possible.
- b. The weight of the mail piece, time-sensitivity, and composition of the mailing list are used to determine the most economical postage class. The composition of the mailing list must be evaluated to determine whether a U.S. Postal Service discount program is feasible.

19. Reply Mail. Reply mail pieces are used when SFA desires a response to be mailed back to SFA Headquarters by the respondent. The following are reply mail alternatives available:

- a. Business Reply Mail (BRM) enables the respondent to mail back a response to SFA Headquarters without affixing postage within the United States. Domestic BRM cannot be sent from foreign countries. The approval to use the BRM service is made on a case-by-case basis, and it is typically approved for requesting information that directly affects the goals of SFA.
- b. Courtesy Reply Mail (CRM) is similar to BRM, except it requires the respondent to affix proper postage. CRM is encouraged when the reply mail benefits the customer (respondent) only. Examples include: newsletters, publications, and general information mailed to individuals free of charge.
- c. The Domestic Mail Manual, Section 137.276(g) and Part 917 contain additional information on the use of BRM.

NOTE: Do not use metered envelopes for return mail. USPS has special rules governing the use of "metered return reply mail."

20. Postage Due Mail. Payment for official mail bearing insufficient postage will be made by mail meter strips or stamps in the exact amount of the postage due. Postage due mail received from the public will be refused except in unusual circumstances, such as receipt of perishable items or items specifically ordered by the addressee (receiving office).

21. Returned Mail

- a. Insufficient Postage. Locations using metered mail may have mail returned because of insufficient postage. Additional postage will be paid using meter stamps.
- b. Undeliverable Mail.
 - (1) First Class. Undeliverable first-class and priority mail are automatically returned to the sender. There is no additional charge for this service.
 - (2) Third- and Fourth-Class. USPS uses discretion when returning undeliverable third- and fourth-class mail. Because an additional fee is charged, officials in charge of mail operations will determine when circumstances warrant accepting returned third- and fourth-class mail. If the decision is made to accept undeliverable third- or fourth-class mail, use a postage meter stamp to pay the additional postage.

22. Misuse of Official Mail. Official mail may only be used for conducting business of the U.S. Government and is not authorized for personal use. It may not be used to

submit an application for employment (e.g., SF-171's), mail material for other organizations or associations, or send personal items to individuals.

- a. 39 USC Section 3204 prohibits an officer or employee of an executive department from mailing, as official (i.e., postage paid by the U.S. Government) mail, any article or document unless it is "reasonably related to the subject matter of official correspondence."
- b. 18 USC Section 1719 provides that "Whoever makes use of any official envelope, label or endorsement authorized by law, to avoid the payment of postage or registry fee on their private letter, packet, package, or other matter in the mail, shall be fined not more than \$300."
- c. Employees may not use the Department of Education or SFA mail and messenger distribution system for receiving or dispatching personal mail. Employees should instruct their correspondents to send personal mail to their residences rather than to their offices.
- d. Use of any Federal mail system constitutes use of Government property and as such is regulated by 5 CFR 735.205, which states: "An employee shall not directly or indirectly use, or allow the use of, Government property of any kind, including property leased to the Government, for other than officially approved activities. An employee has a positive duty to protect and conserve Government property, including equipment, supplies and other property entrusted or issued to him/her."

23. Envelopes. Envelopes for USPS. Envelopes must conform to USPS requirements. Borders, markings, slogans, emblems, or designs will not be printed on mailing envelopes except when specifically approved by GSA and when in conformity with postal laws and regulations. Names and titles of officials and names of offices are not permitted in the office return address. The words "Official Business" must appear immediately below the return address.

24. Post Office Boxes. When post office boxes are needed, they may be acquired and rented on a quarterly or an annual basis.

25. Records of Transactions. The Mailroom will keep records of costs associated with mail metering and stamps, express mail, and other classifications of mail used. Records necessary for tracking purposes will also be maintained for controlled, express, registered, certified, and insured mail.

26. SFA Regional Office Mail. The Mailroom shall consolidate and place mail for the Regional Offices in a USPS Priority Mail envelope, log, address, and process it for USPS pick-up. All outgoing mail is then metered and placed in mail hampers. This processed mail will be prepared for USPS pick-up by 4:30 p.m., Monday through Friday.

27. Overnight Deliveries, Couriers and Package Delivery Companies. Due to building security protocols, parcels delivered to SFA by private delivery concerns will be delivered to the Mailroom. The Mailroom accepts the parcel and delivers it to the appropriate mail stop during the next mail delivery. All parcels delivered to SFA are subject to security screening either via x-ray or hand examination before acceptance by the Mailroom. Parcels in this category can only be accepted during normal working hours. Outside of normal working hours, SFA security guards will not accept deliveries of this type unless the recipient has made prior arrangement with security to notify them of the delivery and the delivery company employee waits until they arrive in the lobby to accept the package and have it processed through security.

28. Request for Overnight Delivery or Other Special Mail Services

TO: Mailroom Via: SFA Administration		
Name of Requestor	Route Symbol	Phone Number
TYPE OF SERVICE REQUESTED:		
EXPLANATION OF NEED FOR EXPEDITED OR SPECIAL SERVICES:		
NUMBER OF PACKAGES:	REQUESTED DELIVERY DATE AND TIME:	
REQUESTED BY:		
Signature	Print Name	Date
APPROVED BY:		
Signature	Print Name	Date

Figure 2

STANDARD ADDRESS ABBREVIATIONS

TWO-LETTER STATE AND POSSESSION

Alabama	AL	Kentucky	KY	Ohio	OH
Alaska	AK	Louisiana	LA	Oklahoma	OK
Arizona	AZ	Maine	ME	Oregon	OR
Arkansas	AR	Marshall Islands	MH	Palau	PW
American Samoa	AS	Maryland	MD	Pennsylvania	PA
California	CA	Massachusetts	MA	Puerto Rico	PR
Colorado	CO	Michigan	MI	Rhode Island	RI
Connecticut	CT	Minnesota	MN	South Carolina	SC
Delaware	DE	Mississippi	MS	South Dakota	SD
District of Columbia	DC	Missouri	MO	Tennessee	TN
Federal States of Micronesia	FM	Montana	MT	Texas	TX
Florida	FL	Nebraska	NE	Utah	UT
Georgia	GA	Nevada	NV	Vermont	VT
Guam	GU	New Hampshire	NH	Virginia	VA
Hawaii	HI	New Jersey	NJ	Virgin Islands	VI
Idaho	ID	New Mexico	NM	Washington	WA
Illinois	IL	New York	NY	West Virginia	WV
Indiana	IN	North Carolina	NC	Wisconsin	WI
Iowa	IA	North Dakota	ND	Wyoming	WY
Kansas	KS	Northern Mariana Is.	MP		

DIRECTIONAL ABBREVIATIONS

North	N
East	E
South	S
West	W
Northeast	NE
Southeast	SE
Southwest	SW
Northwest	NW

SECONDARY ADDRESS UNIT INDICATORS

Apartment	APT
Building	BLDG
Floor	FL
Suite	STE
Room	RM
Department	DEPT

Note: For certain computerized addressing needs, the National Five-Digit ZIP Code & Post Office Directory contains two additional tables of official USPS abbreviations: (1) an Extended Suffix Table containing suffix forms that appear in some address files, and the corresponding USPS suffixes are coded in the ZIP+4 National Directory File, and (2) abbreviations for postal names which cannot be reduced to 15 positions through use of standard abbreviations.

Figure 3

**STANDARD ADDRESS ABBREVIATIONS
STREET DESIGNATIONS (STREET SUFFIXES)**

Alley	ALY	Estates	EST	Lakes	LKS	Ridge	ROG
Annex	ANX	Expressway	EXPY	Landing	LNDG	River	RIV
Arcade	ARC	Extension	EXT	Lane	LN	Road	RD
Avenue	AVE	Fall	FALL	Light	LGT	Row	ROW
<i>Bayou</i>	YU	<i>Falls</i>	FLS	Loaf	LF	Run	RUN
Beach	BCH	Ferry	FRY	Lacks	LCKS	Shoal	SHLS
Bend	BND	Field	FLD	Lodge	LDG	Shoals	SHLS
Bluff	BLF	Fields	FLDS	Loop	LOOP	Shore	SHR
Bottom	BTM	Flats	FLT	Mall	MALL	Shores	SHRS
Boulevard	BLVD	Ford	FOR	Manor	MNR	Spring	SPG
Branch	BR	Forest	FRST	Meadows	MOWS	Springs	SPGS
Bridge	BRG	Forge	FOR	Mill	ML	Spur	SPUR
Brook	BRK	Fork	FRK	Mills	MLS	Square	SQ
Burg	BG	Forks	FRKS	Mission	MSN	Station	STA
Bypass	BYP	Fort	FRT	Mount	MT	Stravenue	STRA
Camp	CP	Freeway	FWY	Mountain	MTN	Stream	STRM
Canyon	CYN	Gardens	GDNS	Neck	NCK	Street	ST
Cape	CPE	Gateway	GTWY	Orchard	ORCH	Summitt	SMT
Causeway	CSWY	Glen	GLN	Oval	OVAL	Terrace	TER
Center	CTR	Green	GN	Park	PARK	Trace	TRCE
Circle	CIR	Grove	GRV	Parkway	PKY	Track	TRAK
Cliffs	CLFS	Harbor	MBR	Pass	PASS	Trail	TRL
Club	CLB	Haven	HVN	Path	PATH	Trailer	TRLR
Comer	COR	Heights	HTS	Pike	PIKE	Tunnel	TUNL
Corners	CORS	Highway	HWY	Pines	PNES	Turnpike	TPKE
Course	CRSE	Hilt	HL	Place	PL	Union	UN
Court	CT	Hills	HLS	Plain	PLN	Valley	VLV
Courts	CTS	Hollow	HOLW	Plains	PLNS	Viaduct	VIA
Cove	CV	Inlet	INLT	Plaza	PLZ	View	VW
Creek	CRK	Island	IS	Point	PT	Village	VLG
Crescent	CRES	Islands	ISS	Port	PRT	Ville	VL
Crossing	XING	Isle	ISLE	Prairie	PR	Vista	VIS
Dale	DL	Junction	JCT	Radial	RADL	Walk	WALK
Dam	DM	Key	CY	Ranch	RNCH	Way	WAY
Divide	DV	Knolls	KNLS	Rapids	RPDS	Wells	WLS
Drive	DR	Lake	LK	Rest	RST		

Figure 4

UCP3 COPY CENTER

1. Background.

- a. The SFA Copy Center is located on the first floor, UCP3. The Copy Center is authorized to reproduce printed material not to exceed 25,000 impressions per job or 5,000 impressions of a single page. An impression is one side of a piece of paper; the total impressions for a job can be any number of originals multiplied by the number of copies to be printed. The Copy Center is equipped to make both black & white and color copies. Any jobs requiring more than 5,000/25,000 impressions or special features which are not available, will be forwarded to SFA Administration for coordination with the Government Printing Office for printing services.
- b. To request Copy Center reproduction services, an individual must complete the SFA Copy Request Form (Figure 4). Hard copy material submitted for reproduction should be of printable quality. Pages with folded corners, jagged edges from tearing or from improperly removed staples, or pages with correction tape on them may jam reproduction equipment. Additionally, the requester should temporarily repaginate material that does not have sequentially numbered pages before submitting for reproduction. The requester is responsible for ensuring page numbers are written in the same location throughout the document (upper or lower, right or left corners) with non-photo blue pencil only. Other light blue pens/pencils should be avoided, as marks on individual pages will be visible on finished product. Although slight imperfections can be cropped on the DocuTech, this requires individual page programming that causes delays in job processing.
- c. To reduce the amount of paper used in the Copy Center, all originals submitted for standard (black ink/toner) reproduction, whether one- or two-sided, will be reproduced as two-sided copies. Color copies will be one-sided unless otherwise specified.

2. Convenience Copiers and Self-Service Copiers: Convenience copiers have been placed throughout the building. Additionally, there are five self-service, walk-up copier locations. The self-service copiers will be serviced and maintained by the Copy Center staff. The self-service copiers, located on Floors 2, 3, 5, and 7, are generally of a higher capacity and faster than the convenience copiers and should be used to the extent practical for all smaller copying needs.

- a. Copier Maintenance: Convenience copiers are the responsibility of by the assigned custodian to procure supplies and to obtain maintenance services. Self-service copiers will be maintained by a technician from the UCP3 Copy Center. The Technician provides key operator support services for the self-service copiers, orders supplies, paper and coordinates maintenance support with an agreement with the copier manufacturer's representative. If a self-service copier requires maintenance support, SFA employees should request support from the

Help Desk (708-HELP). On a daily basis, the Technician performs the following tasks for self-service copiers listed below:

- (1) Prepare machines for operation at the beginning of the day
- (2) Maintain appropriate levels of paper
- (3) Add toner and developer to copiers
- (4) Clear paper jams
- (5) Respond to trouble and maintenance calls.
- (6) Request toner and developer when reorder points are reached
- (7) Monitor adherence to SFA-established guidelines
- (8) Read copy meters monthly, and submit the meter readings to the COTR. On a daily basis, the Technician will check the machines for proper operation, ensure adequate paper and other supplies are available, and perform machine cleaning and preventive service as required.

SELF-SERVICE COPIER LOCATIONS

Location	Copier
2111	Canon IR-400
3013	
5014	Xerox 5365
6011	Oce 3045
7020	Xerox DC255

Figure 5

3. UCP3 Copy Center.

- a. Hours of Operation. The Copy Center will operate from Monday through Friday, except Federal holidays, between the hours of 8:00 am and 4:00 p.m.
- b. Copying Services. The Copy Center Technician is responsible for all Copy Center operations. The Technician will ensure a timely response to requests for copying. Only SFA or ED employees who present their requests for reproduction services on the standard Copy Center Request form (*Figure 6*) shall be provided copies. This is the only form that authorizes the operator to provide copies. The Copy Center will maintain strict compliance with this operating policy. All materials accompanied by the form shall be reproduced. However, questionable material will be brought to the attention of SFA Administration.

- (1) Only the Copy Center Technician will operate the copy machines in the Copy Center. The Technician will restock the equipment with paper and toner, request supplies, and will clean the equipment whenever needed.

- (2) The Technician will review the Copy Center Request Form to ensure that all information is complete and understandable so that the material can be reproduced accurately. The Technician will check to see if the requestor wants to pickup the finished job or have it delivered. If delivery service is indicated, the Technician will ensure that the location is identified. If pickup is indicated, The Technician will ensure that the requestor's telephone number is shown.
- (3) Copies will be made in the quantity requested and within the timeframe specified by the requester. Generally, the work will be accomplished on a "first-in/first-out" basis except for cases in which the requester states that priority handling is necessary. An operator is available to answer questions or receive special programming instructions. All requests for reproduction are logged in and prioritized by Copy Center staff. Priority or previously scheduled jobs are completed first; routine jobs are completed based on required completion date.

COPY CENTER REQUEST			
Org Code	Student Financial Assistance		
Date	No. Pages	No. Copies	Total
? One Side ? Two Side Needed by: _____	Staple ? Upper Left Corner ? 2 Left Side	Reduce ? 98% ? 74% ? 65% ? Variable	
Completed Copies ? Pickup ? Delivery Location _____	Special Paper:		
Special Instructions			
Customer Signature		Phone Number	
Received by			
Customer Signature		Phone Number	
Org Code	Date		

Figure 6

- (4) The Technician will contact the requestor if the due date/time cannot be met or to clarify any instructions or questions about the job.

- (5) Copy Center personnel will compile the copied documents into completed pamphlets, manuals, daily summaries, journals, periodicals, or brochures as required.
- (6) Using the binding attachment and available cover paper, the Copy Center will produce "finished" copied sets of documents as installed equipment allows.
- (7) When a job is completed, the requester will be notified that the job is ready for pick-up. If the copied material is of small enough quantity and can be carried with minimal effort, the requester will pick it up. If the copied material is too large for the requester to carry, the Copy Center will arrange for the material to be delivered to the requester.

c. Daily Procedures.

- (1) At the beginning of each working day, the Technician shall:
- (2) Clean each copy machine in the Copy Center according to the manufacturer's preventive maintenance plan. This normally includes: cleaning the plated glass with recommended solvent and wiping it with a lint-free cloth; replenishing paper, toner, and developer; clearing paper jams when they occur; and inspecting all unlocking mechanisms of the machine to ensure that the equipment is in working order. Assist in trouble shooting the Copy Center equipment when problems arise, make adjustments as necessary, and place service calls when the machines need repairing. On an as-needed basis, the Technician shall provide similar preventative maintenance to the copiers in the five distributed copier rooms.
- (3) The Technician will also take inventory of toner, developer, and supply levels and submit reorder requisitions to the COTR for any required materials.

d. Quality Control.

- (1) The Technician shall perform quality control spot-checks of reproduced materials to ensure that the copied documents meet Government standards.
- (2) If an original document is illegible, the Technician shall adjust the imprint to provide the best possible photocopy.
- (3) Poor quality materials shall be brought to the attention of the originator, and he or she shall be asked to determine whether the copies would be acceptable for the purpose intended. This procedure, although somewhat time-consuming, ensures that only high-quality work is completed by the operator and eliminates unnecessary job runs and additional expenses.
- (4) To further ensure a cost-effective operation, each copier in the center shall maintain a box for machine-destroyed (i.e. ink-smearred, skewed, dog-eared)

copies. The operator shall retain these copies for inspection by a vendor technician and charged back to the manufacturer.

e. Machine Maintenance.

- (1) The Technician shall perform preventive maintenance and minor machine repairs in compliance with manufacturer procedures. This normally includes ensuring that the paper is riffled and loaded correctly, that the toner and developer levels are maintained, and that paper jams are cleared.
- (2) If a machine becomes inoperable, the Technician shall call for service. The down time of each machine and nature of the problem causing down time shall be entered in the machine incident log. This log shall also be used to record actions taken by the Technician when minor machine repairs are made.
- (3) After the repairs have been completed, the Technician shall run a test to ensure that the machine is in operable condition.

f. Scheduling of Work.

- (1) The Technician shall schedule copying on a first-come, first-serve basis, or other order of priority as may be specified by the COTR. However, in the absence of such direction by the COTR, the Technician shall log in and process work as it is presented, and maintain the first-come, first-serve procedure.
- (2) The Technician shall process all jobs within the earliest time feasible and consistent with SFA's needs, generally within four working hours or less. This policy shall be adhered to during all normal periods of operations. It should be noted, however, that during certain peak load periods of copy center usage, the 4-working hour requirement may be impossible to maintain. While it is expected that such peak load scheduling shall occur infrequently, we nonetheless anticipate that the 4-working hour turnaround time shall not always be met. During peak periods where the 4-working hour turnaround time is not workable, the COTR shall be notified.
- (3) During periods when the volume of reproduction work exceeds normal capacity, an estimate of turnaround time for incoming jobs shall be posted in a conspicuous place. This shall ensure that SFA employees are alerted to scheduling delays and can adjust their plans as necessary. This procedure shall also be utilized during periods of machine repair or malfunction that similarly impede the copy center's ability to deliver reprographic services on a timely basis. In the event of a scheduling conflict, the COTR will make the final decision on job priorities.

g. Copier Supply Ordering Procedure.

(1) The Technician shall monitor paper, toner, and developer supplies to ensure that a minimum of a five-day critical supply inventory is maintained. Provision of such a critical supply ensures that the copy center operations are not interrupted because of supply shortages.

(2) Supplies are to be reordered when their level is still sufficient for both the critical supply and the delivery periods. Estimates of the critical supply level shall be monitored throughout the operation of SFA Copy Center to reflect peak load or seasonal copying requirements. In periods of heavy usage, the critical supply stock shall be increased to assure uninterrupted service.

h. SFA Copy Request Form. The Copy Center will retain the original copy of the SFA Copy Request Form and submit these forms to the COTR at the end of each workweek. SFA uses these forms to monitor the print shop copying services, and to distribute associated costs to users.

GSA

1. Lease Administration. The General Services Administration (GSA) acquired the SFA building at 830 First Street, NE (UCP3) as a full service lease, Lease No. GS-11B-00186 dated April 7, 2000. GSA has retained lease administration responsibilities. The QWG is the organization designated to represent all Education facilities to GSA. Therefore, all matters involving the day-to-day building operations including delivery of services, utilities, maintenance and alterations will be handled by GSA upon request from the QWG. Issues such as negotiating lease changes, authorizations for rental deductions for failure to deliver services, and payment of lease costs are also be managed by GSA.
2. Payment of GSA Rent Bills:
 - a. GSA executes all leases for SFA space and the QWG along with SFA Administration serve as the control point through which all rental payment to GSA are made. Rent bills from GSA are sent directly the QWG for payment.
 - b. Rental payments to GSA will be based on the Occupancy Agreement that spells out the total cost for rent, services, fees, allowances and other charges. As part of its efforts to streamline and simplify the rental payment process, GSA has introduced a new space classification system, that among other things, reduces the number of classification of space to the following:
 - (1) General Use. Most space falls into this category. It includes general office space and special-purpose (courtrooms, laboratories, computer centers, etc.).
 - (2) Parking. Previously, GSA measured parking in terms of square footage. Now, they only count the number of parking spaces included in the OA.
 - (3) Warehouse: The warehouse designation applies to properties where 70% or more of the space is used for storage.
 - (4) Unique: This category is for properties that have no equivalent in the private sector, such as border stations.

LESSOR INTERFACE

1. Purpose: The Property Manager for UCP3 is Cambridge Asset Advisors LP. Currently, the QWG is the focal point for all interactions with the Lessor. These procedures are issued to develop clear lines of communication between the Lessor, QWG, SFA, and GSA. The goal is to ensure that all necessary steps are taken to meet the terms and conditions of the lease and to provide the occupants with services that meet or exceed all quality and safety standards.
2. Communications:
 - a. Building Service Calls: The Help Desk receives all building trouble calls, routine and emergency requirements for custodial, elevator problems, heating, plumbing, ventilation and air conditioning, etc. These notifications will usually be placed via phone to 708-HELP and then sent by the Help Desk to the QWG Representative for processing and forwarding to Cambridge for action. HEAT tickets will be automatically sent to the QWG Representative and to the SFA Building Manager for informational and tracking purposes. Help Desk personnel will be fully trained to properly handle all routine and emergency calls.
3. Building Emergencies:
 - a. During Normal Working Hours: When a building emergency is reported by an occupant during normal business hours, the Help Desk is responsible for reaching the QWG Representative, SFA Building Manager, and the SFA Security Guard force. Additionally, the Director, SFA Administration will coordinate emergency evacuations using the Occupant Emergency Plan (OEP).
 - b. After Hours Emergencies. The SFA Security 24-hour manned security desk will handle all after-hours emergency calls. They will be responsible for making the necessary contacts with appropriate Cambridge personnel to rectify the problem and will immediately inform the SFA contact of the event and status. Cambridge and SFA Administration are responsible for making sure these after hours contact lists are always current.
4. Building Inspections: The SFA Building Manager will develop a system of daily, monthly and quarterly building inspections. Daily meetings will be conducted as an informal walk through by the SFA Building Manager and Cambridge personnel. No written documentation will be provided during that inspection. The monthly and quarterly inspections will be conducting on a formal basis in concert with Cambridge personnel using checklist forms prepared for that purpose. Copy of the forms with comments will be provided to Cambridge for information and follow-up action where required.

SPACE MANAGEMENT / RECONFIGURATION

3. Purpose. This directive provides personnel at UCP3 with policies and procedures for space management.
4. Background. The Secretary delegated to the SFA Chief Operating Officer, the responsibility for setting policy, establishing procedures, and managing all facets of space management for SFA occupied space. The control of the acquisition, assignment and renovation of space occupied by SFA personnel is included in the delegation.
5. Scope. The space management policies and procedures outlined in this section apply to SFA Headquarters personnel occupying space at Union Plaza Center 3.
6. Definition. Space management is any action that affects space within a building. It includes planning, designing, acquiring, renovating, altering, maintaining as well as inventory control and disposal.
7. Policy. SFA desires to maintain its offices in an economical and efficient manner. Workspaces must not only reflect the high standards of our organization but must also meet SFA functional needs. To achieve that end, we must:
 - a. Continually review all space holdings, eliminating and making adjustments for all space that is no longer required;
 - b. Never acquire space unless it is adequately justified;
 - c. Always give due consideration to the requirements of the handicapped; and
 - d. Maintain financial control and up-to-date inventories for all space holdings.
8. Applicable Regulations. The policies and procedures in this directive are based on Title 41, Public Contracts and Property Management as implemented by GSA regulations in the Federal Property Management Regulations (FPMR) 101-17 - 101-21 and the GSA Federal Management Regulations (FMR) 102-71 - 102-82. Other applicable laws, regulations, and Executive Orders are shown when necessary.
9. Primary Authority and Responsibility. The office of the SFA Chief Financial Officer has the overall responsibility for SFA space management activities. The SFA Director of Administration is charged with providing direction, leadership, and general supervision in the development and administration of the SFA Space Management Program. Those duties include:
 - a. Implementing SFA policies and procedures that satisfy the requirements of laws and regulations and provide sound management practices;
 - b. Approving all space acquisition, renovation and alteration requirements;
 - c. Serving as direct liaison with GSA for all space management related requirements;

- d. Managing all activities associated with the payment of GSA rent billings for SFA space;
- e. Conducting periodic management reviews to ensure compliance with prescribed policies, regulations and procedures;
- f. Budgeting for space costs in conformance with program increases and decreases;
- g. Maintaining accurate records supporting the cost basis for all office space; and
- h. Preparing all internal and external space management reports.

10. Space Allocation Standards. The following standards, which have been approved by the AFL-CIO, Local 2607, provide the outside limits for square footage allowances for SFA offices and workstations:

<u>Category</u>	<u>Space Allocation (sq. ft.)</u>
Senior Leadership Council	225
Middle Managers	132
First Line Supervisors	100
Employees	80

Space assignments will be based on these standards. Deviations must be justified as part of the request to reconfigure spaces and will only be granted for extraordinary reasons.

11. Accommodating the Physically Handicapped. It is the policy of SFA to take every possible action to ensure all the space it occupies and renovates meets the accessibility standards in the Americans with Disabilities Act, PL 101-336.

12. Procedure for Requesting Additional Space. Acquisition of space begins with a memorandum to SFA Administration detailing the requirement and justifying the acquisition. Additional space acquisition will be approved only for authorized new or expanded programs that must accommodate additional people and/or equipment. If a move to a new site is involved, requesters must identify the general area of the city where they need to be located to operate more effectively. If there is no mission requirement to be in a specific area, GSA is required to give first priority to rural areas. If, on the other hand, operations must be in urban area, first consideration must be given to the Central Business Areas. If the request is justified and funding is available, SFA Administration will make all necessary contacts and arrangements with the QWG for the acquisition/remodeling. Under no circumstances should any office contact the QWG, GSA, or the Lessor without prior approval from SFA Administration. SFA Administration can handle expansion of offices within the envelope of space available within UCP3 without GSA involvement; however, requesting offices will still be required to submit a memorandum with justification to for approval. There will be a moratorium on any reconfiguration or expansion of space at UCP3 for three to six months after initial occupancy. Requests for additional space outside of UCP3 should contain the following information:

- a. Justification for the space requested including additional parking spaces where applicable;
- b. Name and phone number of contact for the project;
- c. Current staffing information listing all authorized positions, filled and vacant by position title and grade;
- d. Location requirements if any, e.g. space must be in a specific delineated area (changes in location will normally be for SFA Regions);
- e. Inventory of types of workstations and equipment in the space; and
- f. Required completion time for the project.

13. Procedures for Requesting Space Alterations.

- a. All requests for alterations to space must be submitted in a memorandum to SFA Administration with details of the requirement and the justification for the changes requested. Alterations of space can be justified only:

- (1) To improve space utilization
- (2) To remove or abate safety hazards
- (3) To accommodate special equipment and systems
- (4) To provide for reorganization or relocation of organizational units
- (5) To provide accommodations for employees with disabilities

- b. Memoranda requesting alterations to space must contain the following:

- (1) Purpose and justification for the requested alterations.
- (2) Name and phone number of contact.
- (3) Estimated square feet of space affected.
- (4) Types of furniture/equipment included in the area, i.e. systems or traditional.
- (5) Detailed description of the work to be performed including required completion date.

14. Upon approval, SFA Administration will submit the necessary documents to the Department where necessary to provide the requested services. SFA offices are not authorized to contact the Department directly for any alteration services without the prior approval of SFA Administration.

15. Requests for Alterations. Only the SFA Director of Administration is authorized to submit office alteration requests. As a rule, these requests will be handled by Cambridge construction personnel based on the Unit Price agreement established in Section 6. I. of the Lease. GSA will negotiate with the Lessor for services not addressed in the Lease or Occupancy Agreement. GSA may hire outside contractors for building alterations; however, all work by these outside contractors will be coordinated through Cambridge personnel to ensure that building systems are not compromised and that all alterations are "code compliant."

16. Purchase of Systems Furniture for SFA Offices.

- a. SFA has standardized on Kimball, Transwall "Reasons" systems furniture for workstations at UCP3. There are a number of advantages to standardization:
 - (1) Simplifies reconfiguration;
 - (2) Facilitates storage of replacement parts; and
 - (3) Makes it easier to obtain qualified technicians.
 - (4) Economies of Scale
- b. To take advantage of the economies inherent with standardization, all future requests for replacement parts and additional workstations needed for expansion must be sent in memorandum form to SFA Administration with a description and justification for the requirement.
- c. New systems furniture purchases will be strictly controlled and approved only for the Kimball line at UCP3 and will only be approved where compelling mission requirements are involved.

MISCELLANEOUS FACILITY MANAGEMENT PROCESSES

1. Requests for Overtime Utilities and Other Services.
 - a. Services, utilities, and maintenance will be provided daily, from 6:30 a.m. to 6:30 p.m. except Saturdays, Sundays, and Federal holidays. If heating or cooling are required beyond those hours, they will be ordered by SFA Administration in writing, 24 hours before they are needed.
 - b. Requests for services from other than the QWG or SFA Administration will not be honored by the Lessor and will be forwarded to the SFA Administration for action. The rates for Overtime services are stipulated in the Lease and are chargeable at \$1.50 per hour per floor plus engineering costs at \$36.20 per hour.
 - c. Overtime utilities cover heating, ventilation, and air conditioning (HVAC) services beyond the standard hours of operation provided in individual buildings. Other services could include special trash pick ups, elimination of safety hazards created by government employees, special access to loading docks, new electrical outlets, etc. These services must also be requested in writing to SFA Administration for advance approval. Where there is sufficient volume (other than at UCP3), offices may be provided with a Blanket Purchase Order (BPO) with an allocation of funding to preclude advance approval for services. BPOs may not be used for space alterations.
2. Moving Services Procedures. Requests for Moving Services will be sent to the SFA Administration for processing:
 - a. SFA Administration will review requests for services, prioritize the request, ensure workspaces are appropriately outfitted/prepared, and forward the request to the QWG for scheduling and execution.
 - b. Each request will be checked for the signature or initials of a SFA Director or Directorate/Division Executive Officer.
 - c. Requests submitted directly to the Help Desk or to the QWG will be forwarded to the SFA Administration for approval before processing.
 - d. Moving Services include the relocation of furniture, boxes, and equipment including IT equipment. Note: Equipment can only be moved with an authorized Transfer of Property.
 - e. TELEPHONE CALL-IN REQUESTS WILL BE ACCEPTED ONLY IN THE CASE OF EMERGENCIES.
 - f. All moving requests will be entered into the Help Desk service-request tracking system. The Help Desk will refer any situation needing clarification to the SFA Building Manager

- (2) Carpools. A group of three (or two) or more people using a vehicle for transportation to and from work on a regular basis.
- (3) Motorcycles.
- d. Parking assignments will be based on a point system spelled out in a Department Directive. An application form must be submitted to the QWG and parking assignments will be made based on the information provided. Evaluation and selection criteria as well as parking fees will be spelled out in the initial and subsequent annual evaluation memoranda. Applicants for permits for handicapped and executive parking may apply at any time by submitting an application to the QWG.
- e. Penalties:
 - (1) Serious parking violations such as duplication of a parking permit, theft of a permit, unauthorized use of a permit or similar offense may result in disciplinary action and revocation of permit.
 - (2) Intentional misrepresentation of carpool membership or similar infractions constitutes fraud. Penalties will be applied, including the revocation of the parking permit, termination of all future parking privileges for up to 18 months and disciplinary action.
- 4. Transit Subsidy Program. SFA Administration has the overall responsibility for administering the Transit Subsidy Program for Washington, D.C. based SFA employees.
 - a. Authorities.
 - (1) Public Law 102-172, "Federal Employees Clean Air Incentives Act of 1994.
 - (2) U.S. General Services Administration Bulletin, "Federal Property Management Regulations D-227, pertains to participation by Federal Agencies in state or local government programs designed to encourage use of public transportation.
 - (3) Title 19, CFR, Subtitle A, Section 1911, authorizes exclusion from gross income of employer-provided fare media not to exceed \$60 in any month.
 - b. Definitions.
 - (1) Public Transportation. Transit systems sponsored by or affiliated with State or Local governments.
 - (2) Subsidy. Benefit provided to employees using public transportation as their principal means of commuting to and from the workplace.

(3) Transit Subsidy Application. Form used to initially apply for a subsidy.

c. Policy. In administering the transit subsidy program, SFA Administration will use available appropriated funds to reimburse SFA employees who use public transportation as their primary means of commuting to and from work. Vanpools are not considered for this subsidy.

d. Procedure.

(1) Applicants for the transit subsidy must submit an application to SFA Administration. Forms and detailed instructions will be provided in a memorandum to all employees. Available funds allotted for this purpose provide for a monthly subsidy of \$100.00 per month for public transportation for SFA employees in the Washington Metropolitan Area. Eligibility will commence at the beginning of the first full calendar month after the application is approved.

(2) Applicants will sign a certification form each month indicating they are not participating in any carpools or vanpool incentive programs and that the subsidy will be used for their daily commute to work. The subsidy cannot be transferred to anyone else.

e. Penalties.

(1) Falsification of information immediately disqualifies the employee from participation and he/she may be subject to disciplinary action.

(2) An employee who fails to utilize public transportation after being paid a monthly subsidy shall be indebted to the Federal Government and will be required to repay any part of the subsidy that was not utilized in conformance with this directive.

5. Conference and Teaming Room Management.

a. SFA Administration has the overall responsibility for management of the Conference, Teaming and other meeting rooms in UCP3. MS Outlook will be used to electronically schedule these meeting spaces. Some meeting spaces are equipped for video teleconferencing (VTC). These specialized spaces are managed separately from non-VTC meeting rooms.

b. Upon completion of a meeting/conference, the office using the room is responsible for its cleanup. Users shall remove trash/debris from tabletops and floors; remove all materials used for the event and place all trash containers outside of the conference for disposal by the custodial staff.

c. All conference and teaming rooms are equipped with speakerphones. Some have audiovisual equipment.

6. Safety Management.

- a. Policy. It is the policy of SFA to maintain a comprehensive and effective safety and health program that meets the requirements of the Occupational Safety and Health Act of 1970, the provisions of E.O. 12196 and 29 CFR Part 1960, "Basic Program Elements for Federal Employee Occupational Safety and Health Programs and Related Matters" and the Departmental Directive, D: ADM: 3-104, "Safety and Health Committees."
- b. Responsibilities. As an adjunct to the Department's program, the Director of SFA Administration is designated as the Occupational Safety and Health Official for SFA and is responsible for the overall management and administration of the SFA Occupational Safety and Health program. Responsibilities include:
 - (1) Develop procedures for the reporting and prompt abatement of unsafe and unhealthy working conditions.
 - (2) Institute an occupational safety and health management information program to maintain records of occupational accidents and their causes and to establish procedures for reporting on-the-job accidents resulting in serious injury and death to OSHA.
 - (3) Prepare training programs where needed to address specific safety and health issues in SFA operations.
 - (4) Maintain good housekeeping practices in space to reduce the risks of accidental injuries and fires.
 - (5) Inspect space periodically for safety hazards.
- c. SFA Safety Committee. An SFA Safety and Health Committee will be formed as an extension of the Department's Headquarters Safety and Health Committee. This shall be a four-person committee consisting of two members from management appointed by the Safety and Health Officer and two non-management members appointed by the union. The committee will be required to conduct annual inspections of all Washington area SFA space and report their findings with recommendations for abatement to the Safety and Health Officer.

7. Shipping and Receiving.

- a. Responsibilities. The QWG has the overall responsibility for managing all shipping and receiving activities at UCP3. The contract employee assigned to the Storeroom by the QWG will be assigned to manage shipping and receiving activities at the UCP3 Loading Dock.
- b. Shipping. Offices with large shipments that cannot be handled by the Mailroom should contact the Storeroom for assistance. He/she will:

- (1) Assist with packing requirements.
 - (2) Prepare labels and complete shipping documents.
 - (3) Contact freight forwarding company for pick up.
 - (4) Load shipments.
- c. Receiving. The Storeroom oversees all freight deliveries to the loading dock. If an office has placed a requisition requiring freight forwarding services, it will be their responsibility to designate it as "inside delivery" and to require that the forwarding company notify the Storeroom 24 hours in advance of delivery. When the shipment arrives, the ordering office will be responsible for accepting it, completing damage reports and making sure the inside delivery service is provided. The Storeroom will handle all other shipments to the loading dock that are not specifically for an office.

17. Smoking Policy.

- a. SFA will provide a smoke free environment for employees and visitors in all space it occupies in compliance with Department of Education Smoking Regulations. This applies to all interior space leased to SFA and to outdoor areas next to or near air intake ducts. Outdoor areas at doorways and in courtyards, which can expose employees and visitors, are also restricted.
- b. Employees must not personally attempt to enforce this policy. All violations should be reported to SFA Administration for appropriate action. All areas where smoking is authorized must display a sign, "Designated Smoking Area."

18. Environmental Management.

- a. SFA Administration will work in concert with the Lessor, QWG, and GSA to help ensure that everything possible is done to provide a safe and healthful working environment for all SFA employees. GSA has the overall responsibility in space they control to develop programs to monitor asbestos that is in place; test for radon; monitor lead in water and abate and remove lead based paints, whenever necessary.
- b. GSA is also responsible for overseeing the inspection of HVAC systems and equipment; evaluating temperature, humidity and carbon monoxide levels. However, GSA will not take responsibility for hazardous waste generated by tenant agencies in any of the facilities it controls. SFA Administration has the overall responsibility for taking action to allay any concerns about the quality of the environment in office space occupied by SFA employees. The Work-Life Group is be the liaison with GSA, the Occupational Safety and Health Administration (OSHA) and the Environmental Protection Agency (EPA) to help resolve any concerns about the office environment.

19. Recycling. *To be developed upon receipt of outline of Lessor's Recycling Plan/Procedures/Requirements.*

Appendix A

OCCUPANCY AGREEMENT

Between

**DEPARTMENT OF EDUCATION
STUDENT FINANCIAL ASSISTANCE**

And

GENERAL SERVICES ADMINISTRATION

OA#DoED1720

April 6,2000

OCCUPANCY AGREEMENT
Between
DEPARTMENT OF EDUCATION
STUDENT FINANCIAL ASSISTANCE
And
GENERAL SERVICES ADMINISTRATION

Student Financial Assistance Small concern, located at 7th and D Streets, SW, and at the Panels Building, 7259 Maryland Ave., SW, under a lease which expires on September 2004; and, the General Services Administration (GSA), have obtained a new lease authority from the House Committee on Transportation and Infrastructure by a resolution dated November 10, 1999, and from the Senate Committee on Environment and Puns Works by a resolution dated September 29, 1999, (both the "Resolutions"). Under the Resolutions a lease has been secured for a maximum of 215,533 rentable square feet of office space to yield a maximum of 199,619 usable square feet; and, for an annual rent of \$31.63 per rentable square foot or \$6,817,647.17 yearly inclusive of the rent for 24 parking spaces, of the lull construction allowances amortization, of GSA's fee, and of other terms of the lease. The lease term is ten years.

In this Occupancy Agreement (the "Agreement"), SFA and GSA intend to comply with mutually binding responsibilities, as follows:

A FUNDING

A1. Subject to the limits expressed in the Resolutions, and in the actual lease award amounts, SFA agrees to pay rent to GSA for the assigned mix space and for the rental of twenty-four (24) parking spaces. SFA also agrees to pay GSA a service fee and basic building security charges. The rent shall be adjusted annually for escalation on building operations coats and on real estate taxes in accordance with the provisions in the lease. The final financial summary is provided in **Exhibit A**.

A2. Upon a 120-day written notice, SFA may vacate all or any portion of the said premises with no further rental obligation, providing that the space is accessible, assignable, and readily marketable. SFA agrees that it is responsible for paying the remaining balance of the Tenant Improvement Allowance (TIA) ant for Funding any costs associated with the vacated space through a Reimbursable Work Authorization (RWA) before vacating. In the event that SFA fails to vacate within the 120-day period, SFA agrees to continue to pay rent until the space is vacated.

The above 120-day benefit does not apply to holdover and/or condemnation situations. SFA shall be responsible for any consequential damages or expenses incurred by GSA as the result of SFA's failure to vacate space upon expiration of the lease, including any rental extensions, etc. Similarly, SFA shall be responsible for any restoration costs associated with modifications to the leased premise.

A3. SFA is responsible for rent payments starting at the lease initiation date as per the Construction Schedule in the lease. Lease initiation date is associated with the space acceptance date and with the issuance of the occupancy permit. These dates reflect the completion of the scope of work described in the Construction Drawings and do not include completion of change orders, of SFA's personal property installation or of any delays caused by SFA which affect the lease initiation date. Personal property is defined as furniture, security systems, telephones, computer systems, physical relocation, etc. SFA agrees to budget for the possibility of double rent payments to accommodate the completion times needed for personal property installation or other delays.

A4. SFA agrees to pay GSA a fee for its real estate services. The total GSA fee is a sliding scale fee capped at a maximum of eight percent (8%) on the total value of the lease amount. The fee covers the services described in **Section C** below. The GSA fee is prorated on a monthly basis for the term of the lease and is included in the monthly bill to SFA.

A5. Based on the New Rent Policy, SFA can amortize in the monthly rent payment a **maximum** General Allowance Rent Component for construction of \$31.92 per usable square foot and a **maximum** Customization Allowance for construction of \$6.38 per usable square foot for special items. (A total amortizable allowance of \$38.30 per usable square foot). These allowances shall be amortized at a 9.5% interest rate as per the lease. All costs above these allowances shall be paid up front via the issuance of a Reimbursable Work Authorization to the GSA.

A6. SFA agrees to directly fund, in advance of commitment, all other costs associated with this Agreement except for those services included in the above fee.

A7. SFA agrees to perform preventive maintenance and repairs of its personal property in or serving the premises covered by this Agreement. At the request of SFA, GSA can contract for maintenance and repair services on a reimbursable basis.

A8. The normal hours of operations for the building services are from 6:30 a.m. to 6:30 p.m. daily except Saturdays, Sundays, and Federal holidays in accordance with the lease. SFA agrees to pay for overtime services for heating, ventilating, and air conditioning based on exceeding these normal hours of building operations. SFA should anticipate making payments for these services in advance. At the request of SFA, GSA can contract for overtime services on a reimbursable basis.

A9. SFA agrees to pay for all excess utility consumption above that covered in the lease. This includes all sub-metered utilities for supplement equipment.

A10. SFA agrees to pay GSA additional rent for any prorated share of joint use space associated with the selected location, if any.

A11. At the request of SFA, GSA can provide further support via the Interagency Occupancy Serves Option to procure miscellaneous services and real property. A listing of surcharges that apply is shown in **Exhibit D**.

A12. SFA agrees to pay for security fees above the basic security costs included in the rent pending security assessments.

A13. SFA agrees to abide by the terms and conditions of the lease.

B. STRATEGIC PLANNING

B1. GSA and SFA commit to use best efforts and to provide necessary resources to complete, as per Exhibit B -- Project Schedule, all procurements with intent to award the lease by April 7, 2000, and to complete the occupancy by July 31, 2001. Rent is anticipated to start on August 1, 2001.

B2. SFA agrees to pay for all relocation costs associated with its move out of the GSA Regional Office Building and of the Portals Building inclusive of the cost of excessing furniture, and removal of abandoned in-place personal property items.

B3. SFA agrees to make all necessary information, regarding its requirements, available to the Project Management Team in a timely manner.

B4. GSA and SFA agree to develop and to execute a final Agreement specifying funding obligations and authorities of each party prior to lease award.

B5. This Agreement is not renewable after the expiration of the ten-year lease term. SFA should be prepared to relocate upon the expiration of the lease term, and to pay for all relocation costs at that time.

B6. SFA acknowledges complete responsibility for the funding, procurement, and installation of personal property.

C. SERVICES INCLUDED IN THE GSA FEE

The enclosed **Exhibit C** describes the responsibility for anticipated procurements and summarizes the services that GSA and its agents shall perform for the fee described in item A4 above.

A Project Management Team shall be organized to include specialists provided by GSA, SFA, and respective agents.

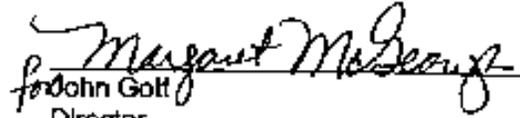
D. AMENDMENTS

D1. The undersigned accept the terms and conditions of this agreement with the understanding that bilateral modifications shall be made over time.



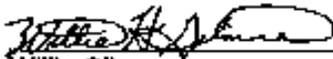
Greg Woods
Chief Operating Officer
Office of Student Assistance
Department of Education

4/6/00
Date



John Golt
Director
DC South Service Delivery Team (WPK)
Public Building Service
General Services Administration

4/7/00
Date



Willie Gilmore
Director of Office Management
Department of Education

4/7/00
Date

Occupancy Agreement Financial Summary

	Factors	Factors	Cost	Annual Cost Cost/SF	Part Year 08/01/01-09/30 Cost
1. Shell Rental Rate					
a. General Purpose (rentable square footage)	215,533		\$3,156,267.17	\$14.64	\$526,044.53
b. Warehouse (rentable square footage)	0		\$0.00	\$0.00	\$0.00
2. Amortized Tenant Improvement					
a. General Allowance Used			\$944,792.40	\$4.38	\$157,465.40
b. Amortization Term (in months)		120			
3. Operating Costs *			\$1,401,983.68	\$6.50	\$233,663.95
4. Real Estate Tax **			\$747,226.48	\$3.47	\$124,537.75
* Market Rent SubTotal	215,533		\$6,250,269.73	\$29.00	\$1,041,711.62
5. Amortized Tenant Improvement					
a. Customization Allowance Used			\$188,840.09	\$0.88	\$31,473.35
6. Security Services					
a. Basic Security Charges			\$30,499.04	\$0.14	\$5,083.17
b. Rapid Response Charge			\$0.00	\$0.00	\$0.00
c. Building Specific Operating Charges			\$0.00	\$0.00	\$0.00
d. Building Physical Enhancements			\$0.00	\$0.00	\$0.00
7. Adjustments for Additional Services	215,533				
8. Adjustments for Reduced Services	215,533				
9. Parking ***					
a. Structured (number of spaces)24***		\$0.00	\$0.00		\$0.00
b. Surface (number of spaces)	0	\$0.00	\$0.00		\$0.00
10. Rent Charges for Other Space			\$0.00	n.a.	\$0.00
11. Management Fees			\$348,036.31	n.a.	\$58,006.38
* Agency Rent Subtotal	215,533		\$6,817,647.17	\$31.63	\$1,136,274.53
12. Pro Rata Joint Use Charges			\$0.00	n.a.	\$0.00
* Total Annual Rental	215,533		\$6,817,647.17	\$31.63	\$1,136,274.53
13. Lump Sum Payments					
a. Tenant Improvement					\$0.00
b. Forced Move					
c. Other					\$0.00
14. Adjustments for One-Time Services	215,533				

* Operating Costs Escalation Applies

** Real Estate Tax Escalation Applies

*** Parking costs for 24 parking spaces included in the shell rent cost

**EXHIBIT A
 PRE-LEASE EXECUTION AWARD FINANCIAL SUMMARY
 WITH ACTUAL RENT COSTS AS PER THE TARGET OFFER**

EXHIBIT B
PROJECT SCHEDULE

MILESTONES

ANTICIPATED COMPLETION DATES

SFO Development	November 23, 1999
Market Survey	November 22, 1999
Initial SFO Mailing	November 23, 1999
Initial Offer Period	December 17, 1999
Offer Evaluations	January 4, 2000
1 st Round Negotiations	January 18, 2000
Clarifications	February 1, 2000
Best and Final Offers	February 28, 2000
Final Evaluations	March 8, 2000
Contract Preparation	March 29, 2000
Lease Award	April 7, 2000
Space Design	September 11, 2000
Construction	June 22, 2001
Space Acceptance	July 6, 2001
Occupancy	July 31, 2001
Rent Start Date	August 1, 2001

GSA'S CUSTOMER GUIDE TO NEW PRICING							
PROCUREMENT RESPONSIBILITY MATRIX FOR LEASED BUILDINGS WITH CGM SUPPORT - DoD/NSA							
PROCUREMENT ACTIVITY	RESPONSIBLE ENTITY						
	GSA EXCLUDED BY TIO PEO	DEPARTMENT OR AGENCY	LEASOR VIA LEASE	SPAWLERS BY/IC SHAWLED	PCOM App PECA	FPB	FPF
LEASING SERVICES							
MARKET SURVEY *	X						
SUBJECT OFFERS *	X						
REVIEW AND EVALUATE OFFERS *	X						
NEGOTIATE WITH OFFERS *	X						
PREPARE LEASE DOCUMENTS *	X						
AWARD LEASE *	X						
ASSIGN SPACE DELIVERED *	X						
TENANT IMPROVEMENTS MIA & RECONC *	X						
CONDUCT LEASE *	X						
LEASE RENEGOTIATION *	X						
SECURITY AGREEMENT *	X						
PROJECT MANAGEMENT SERVICES							
SCHEDULE AND COORDINATION OF GSA SERVICES *	X						
COST ESTIMATE TO LEASE UNIT PRICES *	X						
PROCUREMENT DEVELOPMENT							
SPACE ALLOCATION STANDARDS **		X					
PROGRAM OF REQUIREMENTS *		X					
COORDINATION OF POC *		X					
APPROVAL OF STANDARDS AND PROGRAM **		X					
INITIAL SPACE LAYOUTS - DESIGN INTENTS (DIDS)							
TEST FIT DRAWINGS			X				
LOADING AND STAGING DRAWINGS *			X				
CONSTRUCTION OF DRAWINGS *			X				
DESIGN INTENT DRAWINGS *			X				
REVISION OF DRAWINGS *	X		X				
ACCEPTANCE OF DRAWINGS (GENERAL BLDG) *	X		X				
APPROVAL OF DRAWINGS (FEDERAL BLDG) **		X					
INSPECTION OF ACTUAL SPACE VS. DRAWINGS **		X					
CONSTRUCTION DRAWINGS (CGDs)							
CONSTRUCTION DRAWINGS (GENERAL BLDG) *	X		X				
CONSTRUCTION DRAWINGS (GENERAL BLDG) *	X		X				
REVISION OF DRAWINGS *	X		X				
ACCEPTANCE OF DRAWINGS (GENERAL BLDG) *	X		X				
CONSTRUCTION SERVICES							
ON-SITE INSPECTION (GENERAL BLDG) *	X		X				
ON-SITE INSPECTION (GENERAL BLDG) *	X		X				
COST ESTIMATES (GENERAL BLDG) *	X		X				
CONSTRUCTION MANAGEMENT (GENERAL BLDG) *	X		X				
CONSTRUCTION MANAGEMENT (GENERAL BLDG) *	X		X				
MONITOR CONSTRUCTION (GENERAL BLDG) *	X		X				
WALK THROUGHING **	X		X				
CONSTRUCTION INSPECTION *	X		X				
MOVIE MOUNTING (GENERAL BLDG) *	X		X				
MOVIE MOUNTING (GENERAL BLDG) *	X		X				
CHANGE ORDER PREPARATION/ISSUE *	X		X				
CHANGE ORDER (GENERAL BLDG) **	X		X				
CHANGE ORDER (GENERAL BLDG) **	X		X				
CONSTRUCTION (GENERAL BLDG) **	X		X				
FINAL INSPECTION **	X		X				
SPACE ACCEPTANCE **	X		X				
CLEAROUT (GENERAL BLDG) **	X		X				
SITE PERSONAL PROPERTY COORDINATION **		X					
LEGAL LEASE SUPPORT *	X						
APPRAISALS *	X						
COORDINATE PERSONAL PROPERTY **		X					
TELEPHONE SYSTEMS AND SERVICES **		X					
COMPUTER SYSTEMS AND SERVICES **		X					
FURNITURE **		X					
OFFICE EQUIPMENT AND SUPPLIES **		X					
AUDIO VISUAL SYSTEMS **		X					
PUBLIC ADDRESSING SYSTEMS **		X					
INTERIOR DECORATION **		X					
NETWORK, PLANS, CURTAINS, ETC. **		X					
SIGNAGE AND KEYING SCHEDULE **		X					
CHILD CARE FACILITY **		X					
ELECTRONIC SECURITY **		X					
PHYSICAL SECURITY: GUARD SERVICE **		X					
CONCESSIONS **		X					
CAFETERIA (GENERAL BLDG) **		X					
HEALTH UNIT **		X					
CONFERENCE CENTERS AND AUDITORIUMS **		X					
CREDIT UNION **		X					
MOVE COORDINATION **		X					
PHYSICAL MOVE **		X					
OCCUPANCY EMERGENCY PLAN **		X					
CUSTOMER'S PUBLIC RELATIONS **		X					

EXHIBIT C
 CUSTOMER GUIDE TO NEW PRICING POLICY PD 2.11 - 2ND EDITION ** NOT IN GSA'S SCOPE FOR FCI

EXHIBIT D

LISTING OF SURCHARGES FOR GSA SERVICES

Public Building Services (PBS):

Non-recurring Reimbursable Work Authorizations	See enclosed charts
Initial Space Alterations	
Post Occupancy Space Alterations	
Recurring Work Authorizations	\$100 per RWA
Extra hours for heating, cooling, requirements	
Other Operation and Maintenance yearly needs	

Federal Protective Service (FPS):

Building Security Evaluation Report	No charge
Physical Security Guards Service	6% plus \$100 flat fee for processing
 Intrusion Detection Bureau	
System design, budget estimate, material and labor	Service charge varies based on complexity and size of project. A 10% GSA fee is charged for overhead.

Federal Supply Service (FSS):

Furniture	4% fee
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Federal Technology Service (FTS):

Washington Interagency	No charge
Telecommunications System (WITS) line charge	
WITS Customer Premise Equipment (CPE)	4%
Purchase of Telephone Services Contracts (POTS)	
Note: WITS CPE relates to telecommunications hardware (telephones, power supplies, network termination cards, etc.)	

Telecommunications Support Contract (TSC2)

GSA full acquisition support arrangement	5.75%
Direct order/direct bill	1.0%

Technical and Management Support Contract (TMS)

GSA full acquisition support management	5.75%
Direct order/direct bill	1.0%

Note: The TSC2 and TMS contracts support end-to-end solutions in the planning, acquisition, installation, and management of voice, data, and video systems. Typical uses of these contracts include developing strategic and tactical plans; defining systems requirements; designing facilities and networks; developing technical specifications, acquisition strategies, and request for proposals; assisting in proposal evaluations, etc.

Real Estate RWA Service Charges for Construction

<i>RWA Range</i>	<i>Service Charge Percentage</i>	<i>RWA Amount</i>	<i>Service Charge</i>
<i>\$0 to \$299,999</i>	6.5%		\$0
<i>\$300,000 to \$399,999</i>	6%		\$0
<i>\$400,000 to \$499,999</i>	5%		\$0
<i>\$500,000 to \$599,999</i>	4.5%		\$0
<i>\$600,000 to \$1,999,999</i>	4%		\$0
<i>\$2,000,000 to \$2,999,999</i>	3.5%		\$0
<i>\$3,000,000 to \$4,99,999</i>	3%		\$0
<i>\$5,000,000 to \$9,999,999</i>	2.5%		\$0
<i>\$10,000,000 and over</i>	2.25%		\$0

GSA

REIMBURSABLE WORK AUTHORIZATION FEES

Non-Recurring RWA's – Overhead Rates

<u>Line</u>	<u>RWA Range</u>	<u>Overhead Rates for each RWA Range</u>						
1	\$1 to \$2,499	10.00%						
2	\$2,500 to 9,999		9.00%					
3	\$10,000 to 24,999			8.00%				
4	\$25,000 to 49,999				7.00%			
5	\$50,000 to 99,999					5.00%		
6	\$100,000 to 299,999						3.00%	
7	\$300,000 to 999,999							1.50%
8	\$1,000,000+							0.50%

The overhead to be added to an RWA falling within the range in:

Line 1 equals 10% of the RWA Amount.

Line 2 equals 10% of the maximum range in Line 1 plus 9% of the amount over \$2,499.

Line 3 equals 10% of the maximum range in Line 1 + 9% of the difference between the maximum ranges in lines 2 and 1 plus 8% of the amount over \$9,999.

Line 4 through Line 8 – See attached spreadsheet with computation formulas.